ENSURING A UNIFIED APPROACH TO SERVICE DELIVERY IN 180 COUNTRIES

Global Services – Ericsson’s services business – benefits from global scale and local presence by employing 66,000 professionals spread across 180 countries and speaking more than 193 languages. To ensure consistency, Ericsson provides common processes, methods and tools to all employees worldwide. This approach ensures that services are delivered in the same way, with the same quality, regardless of the location or the individuals involved in delivery. In addition, thorough resource and competence planning ensures that Ericsson has the right number of people with the right competence in the right places to be able to deliver services efficiently.

All of the services that Ericsson delivers – including managed services, broadcast services, cloud services, consulting, systems integration, network design and optimization, network rollout and customer support – benefit from this unified approach to service delivery.

GROWING TO KEEP PACE WITH DEMAND

Demand for telecom services has grown as new technologies have been introduced and network complexity has increased. With the emergence of 3G and 4G technologies, the focus has switched from voice to data – greatly increasing the number of use cases for telecommunications, but also the complexity of networks.

Since 2003, Ericsson’s services business has developed beyond expectations. Net sales have more than tripled from SEK 29 billion to SEK 97.7 billion, the number of employees has increased eight-fold from about 8,000 to 66,000, and global delivery from central hubs has increased from just 1 percent to more than 40 percent. Operators are increasingly interested in outsourcing network operations to partners, and Ericsson now provides managed services for networks that serve 1 billion subscribers.

The convergence of telecom and information and communications technology (ICT) has also increased demand for Ericsson’s services in sectors such as TV and media, utilities, transport and public safety. As a global leader in mobility and services, Ericsson is well positioned to offer many of the same types of services that it developed for the telecom market to customers in adjacent markets.
Ericsson’s technology and services leadership, combined with extensive experience of managing telecom projects, makes it the acknowledged global leader in telecom services. Now we would like to become a partner of choice for professional services in the ICT domain. The processes, methods, tools and professional services expertise developed for telecom can be applied to new market segments.

SERVICE DELIVERY IS ABOUT PEOPLE

Services are about people. It doesn’t matter how many, processes, methods and tools you have if you don’t have the right people. It should go without saying that you need the right people, with the right competence, to build a professional services organization. Services is a people business and Ericsson’s services professionals work closely with customers, both locally and globally, to find new and better ways of meeting our customers’ needs.

Many of our employees joined Global Services as a result of the numerous managed services contracts we have signed with telecom operators. Others were brought onboard through Ericsson’s acquisition of more than 10 services companies since 2004. In the process, we have enhanced our understanding of our customers.

Our 66,000 services professionals work in 180 countries – around 45,000 close to customers in 10 regions and more than 21,000 in Global Service Centers in China, Romania, Mexico and India. In addition, we have access to more than 20,000 sourced resources.

Altogether, our services professionals:

- manage more than 1,400 major projects annually for network build, expansion or migration
- deliver more than 1,500 consulting, systems integration and learning services projects annually in multivendor and multi-technology environments
- provide managed services for networks that serve more than 1 billion subscribers
- support customer networks that serve more than 2.5 billion subscribers and carry more than 40 percent of the world’s mobile traffic
DEVELOPING COMPETENCE

Competence is very important to any services organization, as most customers will choose to do business with companies that have the best ability to acquire, maintain and continuously develop relevant competence. This is why Ericsson has a single Career and Competence Model that applies to all employees worldwide.

The model helps to create:

- Clear, visible career paths for all employees
- Transparent, standardized requirements on competence
- One way of working with career and competence development

For Service Delivery employees, the Career and Competence Model is applied within a Competence Management Framework.

The framework:

- Secures speed and simplicity in building competence to meet current and future customer needs
- Supports managers and employees in career development planning
- Enables efficient global and regional resource management and project staffing

Together, the model and the framework ensure that Ericsson can always find the right people with the right competence for any given customer engagement – anywhere in the world.

Our people are experienced in supporting solutions from vendors such as:


PROCESSES, METHODS AND TOOLS

Ericsson has made substantial investments to develop processes, methods and tools for service delivery and provide them to all employees worldwide. This approach ensures that services are delivered in the same way, with the same quality, regardless of the location or the individuals involved in delivery.

Common processes, methods and tools make it possible to efficiently combine both global and local resources. In a truly global company, it’s vitally important for all employees to follow the same ways of working.
One example of Ericsson’s investment in processes, methods and tools is the Managed Services Delivery Platform (MSDP), which has been used in more than 300 managed services contracts across more than 100 countries.

More than 34,000 people have been trained to use the MSDP portfolio of tools to manage networks either locally or remotely, via Global Network Operations Centers. MSDP tools have been developed to facilitate end-to-end management of networks in multi-customer and multi-country environments, enabling efficient alarm monitoring, trouble shooting, fault restoration, work order distribution and reporting. In this way, Ericsson improves network availability and capacity while reducing operating costs.

In addition, Ericsson:

- Complies with best practices such as Enhanced Telecom Operations Map (eTOM), Information Technology Infrastructure Library (ITIL)
- Has developed a Maturity Model for Ericsson Services based on People CMM and CMMI for Services
- Is certified compliant with international standards such as ISO 9001, ISO 14001, OHSAS 18001

**SERVICE DELIVERY INDUSTRIALIZATION**

All of our customers – across sectors as diverse as telecom, TV and media, utilities, transport and public safety – are looking for ways to improve efficiency and reduce costs. In the process of designing, deploying, optimizing and managing complex multi-vendor, multi-technology telecom networks and overseeing large-scale IT-transformation projects, Ericsson is constantly improving the way we deliver our services.

Ericsson has industrialized service delivery by centralizing activities that can be delivered remotely from four Global Service Centers, thereby leveraging the company’s scale.

High-volume telecom services have been standardized in order to improve quality and increase efficiency.

Service delivery processes are also being automated to manage complexity and high volumes while ensuring quality and predictability.

The benefits of this approach include flexibility, scalability and optimal cost structures, reduced lead times, knowledge retention and solution reuse, consistent quality and high customer satisfaction.
INNOVATION

We encourage our employees to constantly look for new and better means of meeting customer needs, and incorporate the best practices they identify in our global ways of working.

We believe that innovation is the process of turning great ideas into goods or services that fill a need, provide value, and generate revenue. By managing greenfield implementations, day-to-day operations and optimizations for our customers, we gain first-hand experience of real-world challenges – which in turn helps us design the next generation of technologies and services innovations.

A study conducted by Ericsson and researchers at Stockholm’s Royal Institute of Technology from April to June 2013 found that the company’s most innovative managers share a similar definition of innovation. Innovative leaders are also very committed to creating the right conditions for advancements to be made, and allocate the necessary time and resources.

As a result, Ericsson’s history of innovation continues – in both technologies and services, the same processes that led to Ericsson developing the first digital telephone exchange, the first GSM phones and the world’s first live LTE network have also led to services innovations such as Experience Centric Managed Services, Key Event Experience and Small Cell as a Service.
NOTES TO EDITORS

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Ericsson is the driving force behind the Networked Society – a world leader in communications technology and services. Our long-term relationships with every major telecom operator in the world allow people, business and society to fulfill their potential and create a more sustainable future.

Our services, software and infrastructure – especially in mobility, broadband and the cloud – are enabling the telecom industry and other sectors to do better business, increase efficiency, improve the user experience and capture new opportunities.

With approximately 115,000 professionals and customers in 180 countries, we combine global scale with technology and services leadership. We support networks that connect more than 2.5 billion subscribers. Forty percent of the world’s mobile traffic is carried over Ericsson networks. And our investments in research and development ensure that our solutions – and our customers – stay in front.

Founded in 1876, Ericsson has its headquarters in Stockholm, Sweden. Net sales in 2014 were SEK 228.0 billion (USD 33.1 billion). Ericsson is listed on NASDAQ OMX stock exchange in Stockholm and the NASDAQ in New York.

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